

RAND

*1992 Bold Shift Program
Survey Instruments*

*Jennifer Hawes-Dawson, Tessa Kaganoff,
J. Michael Polich, Ronald E. Sortor*

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PREFACE

This report describes surveys administered to members of units participating in an Army reserve training enhancement program known as "Bold Shift." The program, initiated in 1992, focuses on high-priority units in the Army reserve components (RCs). U.S. Army Forces Command asked RAND to assist in assessing Bold Shift during its pilot phase. The surveys collected data to support the assessment and to analyze general issues of training readiness in RC units.¹

This document includes survey administration procedures, data on response rates, and copies of the five different questionnaires that were used for various groups of respondents. The work was done under a project entitled "Reserve Component Peacetime and Post-Mobilization Training," sponsored by the Commanding General, U.S. Army Forces Command, and was carried out under the RAND Arroyo Center's Manpower and Training Program.

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¹For analysis results, see the companion report: R. E. Sortor, T. F. Lippiatt, J. M. Polich, and J. C. Crowley, *Training Readiness in the Army Reserve Components*, Santa Monica, Calif.: RAND, MR-474-A, 1994.

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SUMMARY

This report describes surveys of units participating in an Army reserve training enhancement program, known as "Bold Shift." The program, initiated in 1992, focused on high-priority units in the Army reserve components (RCs). RAND was asked to assist in assessing Bold Shift during its pilot phase. The surveys collected data to support the assessment and to analyze general issues of training readiness in RC units. Five survey instruments were developed: a Unit Member Survey; Unit Leader Survey; Operational Readiness Evaluation (ORE) Supplement; Battalion and Brigade Staff Supplement; and Unit Leader Battle Skills Course (ULBSC) Participant Survey.

This document briefly describes survey development, administration, and response rates and contains a copy of each questionnaire. Questionnaires were sent to each of 296 company-sized RC units participating in the Bold Shift program.² In each unit, the commander and first sergeant were asked to complete the leader survey, and all other members were to complete the member survey. RAND received returns from 261 units (an 88-percent return rate). This resulted in 18,504 completed questionnaires for the unit member survey and 649 for the leader survey. The questionnaires were confidential and anonymous, normally administered in groups during a weekend drill period.

In addition to the unit member and leader surveys, the ORE supplement was sent to leaders in 49 units; RAND received 52 completed ORE survey forms from 32 of those units. The Battalion and Brigade Staff Supplement was sent to 46 units; 41 of those units returned 220 completed forms. The ULBSC survey was sent to 300 individuals who had attended the course; 182 responses were obtained. Comparison of unit attendance rosters with survey returns indicated that questionnaires were completed by 94 percent of unit personnel who were present during the drill period.

²Such units included headquarters companies for battalions and brigades.

1. INTRODUCTION

In 1991, U.S. Army Forces Command began considering initiatives to improve the readiness of Army roundout and round-up brigades, with the potential to be applied to other elements of the Army's reserve components (RCs). The resulting concept, "Bold Shift," included changes in training strategy, resource levels, and active-reserve relationships.

During 1992 Bold Shift operated as a pilot program in selected units, incorporating both combat and support formations. The combat units included all seven roundout and round-up brigades in the Army National Guard.¹ Altogether the elements of these brigades included 192 company-sized units. In addition, Bold Shift incorporated nondivisional support elements, such as transportation, engineer, artillery, medical, and chemical units. There was a total of 82 of these units, almost all of which were company-sized.² Thus, altogether, 274 company-sized units participated in the 1992 pilot program.³ The resulting mix of Army National Guard and U.S. Army Reserve units came from all regions of the country and represented a wide range of armor, infantry, field artillery, and support units.

Forces Command asked RAND to assist in assessing the Bold Shift program. Surveys of RC participants were a key element of the assessment. Five survey instruments were developed:

¹These brigades are the highest-priority RC combat elements that would deploy to a wartime theater. They include the 27th Infantry Brigade, New York; 48th Infantry Brigade, Georgia; 81st Infantry Brigade, Washington; 116th Armored Brigade, Idaho/Oregon/Utah; 155th Armored Brigade, Mississippi; 218th Infantry Brigade, South Carolina; and 256th Infantry Brigade, Louisiana.

²A small number were engineer battalions, aviation groups, or medical detachments, which are treated as "companies" in the discussion below. Of the total of 82 units, 35 came from the U.S. Army Reserve and 47 from the Army National Guard.

³In addition, some companies were split into detachments or other sub-elements that were located in different towns. During the survey, some of these detachments were found to be so far removed from their parent company headquarters that they were treated as separate units for survey purposes. This treatment added 22 additional detachments, which increased the total number of surveyed entities to 296.

- Unit Member Survey (most personnel in the RC units)
- Unit Leader Survey (the unit commander and the senior sergeant in the unit)
- Operational Readiness Evaluation (ORE) Supplement (for senior personnel in units that received an ORE)
- Brigade and Battalion Staff Supplement (for commanders and staff in battalion and brigade headquarters units)
- Unit Leader Battle Skills Course (ULBSC) Participant Survey (for personnel who took this special leader development course).

The results from these surveys, in conjunction with other data, were used to assess the Bold Shift program and to analyze Reserve Component training readiness issues.⁴

The remainder of this report is organized as follows. Section 2 describes the instrument development and administration. Sections 3 through 7 reproduce the questionnaires for each of the surveys.

⁴For results, see R. E. Sortor, T. F. Lippiatt, J. M. Polich, and J. C. Crowley, *Training Readiness in the Army Reserve Components*, Santa Monica, Calif.: RAND, MR-474-A, 1994.

2. SURVEY INSTRUMENT DESIGN AND ADMINISTRATION

SURVEY INSTRUMENT DEVELOPMENT

Five survey instruments were administered to RC participants in the Bold Shift program. These instruments were used to identify how participants reacted to Bold Shift initiatives and training opportunities, whether the various initiatives should be continued, and how RC training might be improved.

The two main surveys were unit member and unit leader surveys. Supplementary questionnaires were administered to Operational Readiness Evaluation (ORE) participants and battalion and brigade staff. Participants in the Unit Leader Battle Skills Course (ULBSC) completed a separate questionnaire. Each of these questionnaires is discussed in more detail below.

The survey questions were developed by RAND researchers with assistance from Forces Command, the National Guard Bureau, and other Army personnel. An initial pretest was conducted using a single survey instrument with approximately 25 members and leaders from one RC unit. The pretest provided participants with an opportunity to discuss the strengths and weaknesses of the instrument, whether any questions were unclear or confusing, and whether the survey was asking about the right issues. Thereafter, a second pretest of the instruments was conducted with a revised form, using personnel from a second unit. In both instances, the pretest groups included representatives from several grades and skills who had participated in Bold Shift training during the year.

As a result of the pretests, it was evident that many questions were appropriate only for specific groups of individuals and that it was too cumbersome to include all of the relevant and important questions in one instrument. For this reason, separate survey instruments were developed to address the various personnel and organizational levels and the specific training focus for selected initiatives. By using separate questionnaires and targeting each to a specific audience, the surveys

were able to address issues covering the full range of training initiatives and experiences relevant to the Bold Shift program.

Unit Member Survey

The unit member survey encompassed several topics: (1) soldier experience and qualifications, (2) unit participation and availability, (3) 1992 annual training experience, (4) 1992 inactive duty training (IDT) experience, (5) overall assessment of 1992 training, and (6) individual characteristics and background of the soldier. With few exceptions, all members of Bold Shift units were expected to complete the Unit Member Survey. The exceptions were persons who completed the survey of leaders (see below).

Unit Leader Survey

A separate leader survey was administered to the commander and senior noncommissioned officer (NCO) in each company-sized unit. The Unit Leader Survey included the questions from the Unit Member Survey, plus additional questions about leader training and schooling, unit readiness, and the unit's full-time support.

Brigade and Battalion Commanders and Staff Survey Supplement

Brigade and battalion staff were asked to complete the leader survey described above, plus a supplement that included questions about their command and staff training and the Tactical Commanders Development Course (TCDC). TCDC was a one-week training program based on mobilization training originally provided by the School of Command Preparation at Fort Leavenworth. During TCDC, participants were taught basic staff skills and conducted simulation-based exercises.

Operational Readiness Evaluation Survey Supplement

The Operational Readiness Evaluation (ORE) supplement was sent to the commander and senior NCO of each unit that participated in an ORE. The ORE involved continental U.S. Army teams performing a readiness exercise in which they evaluated personnel (availability of personnel who met individual training and legal requirements to be deployable), supply (availability of required equipment), maintenance (serviceability

of on-hand equipment), and training readiness (the unit's ability to perform its organizational mission). The compliance phase of the ORE was normally accomplished during the week at the unit's armory with the full-time personnel and did not require the presence of the unit members. The training phase was conducted during either a unit's IDT or annual training period and did involve unit members and leaders. The ORE survey questions addressed both the training and compliance phases of the ORE, and the perceived benefits of the exercise.

Unit Leaders Battle Skills Course Survey

The ULBSC questionnaire was sent to personnel from 15 units who attended such a course during 1992. The two-week-long ULBSC was developed for the NCO and officer leadership of company-sized units. It was based on the Light Leader Course developed at the Army's Infantry School and involved collective training exercises for participants serving as members of squads and platoons. The exercises were designed to improve technical and tactical proficiency, training skills, and unit cohesion. The ULBSC survey collected participants' opinions and reactions to the course.

SURVEY ADMINISTRATION AND RESPONSE

Questionnaires were shipped to units beginning in September and October 1992, as soon as possible after the unit's annual training period. Unit members and leaders completed the questionnaires during the first available monthly drill session (normally scheduled on a weekend). To protect the participants' anonymity, the surveys were self-administered, confidential, and voluntary. Completed forms were returned to RAND without identification of individual respondents. Each shipment included information regarding the rationale for the survey, detailed instructions about survey administration, and a letter from the Deputy Director of Operations, Headquarters Forces Command, requesting that units respond. RAND contacted each unit before survey administration to ensure that they had received the proper materials and understood their instructions. To maximize participation, members of Forces Command's Bold Shift Task Force contacted those units that had not returned surveys soon after the units' expected weekend drill dates.

Each unit's point of contact was asked to return a master attendance roster with the completed questionnaires; 82 percent of the units returned rosters with their surveys. Each roster indicated whether unit members were "present," "absent," or "present, but did not participate." With the information provided on the rosters, we calculated three types of response rates for the Unit Member Survey. The first is based on the number of units that returned surveys; the second on the number of names listed on the unit roster compared with the number of survey returns; and the third on the actual number of soldiers present during the weekend when the survey was administered, compared with the number of survey returns. This distinguished between cases when individuals were in attendance but did not complete the survey and cases when individuals were not in fact present at the drill session.

As shown in Table 1, the overall response rate was 88 percent for units returning surveys, 65 percent for assigned individuals responding from all the participating units, and 94 percent for those unit members who attended the drill at which the survey was administered.

Table 1
Response Rates for Unit Member Survey
(percent)

Type of Unit	Unit Response Rate ^a	Member Response Rate ^b	Members Present Response Rate ^c
Nonbrigade units	88	66	93
Brigade units			
155 Bde	90	65	96
81 Bde	91	60	93
218 Bde	93	69	93
116 Bde	96	61	91
256 Bde	85	67	95
48 Bde	81	67	92
27 Bde	80	64	95
Average	88	65	94

^aBased on number of units expected to respond in each brigade.

^bBased on total number of individuals listed on the unit roster.

^cBased on number of members listed as "present" on a random sample of 98 returned rosters.

Table 2 shows the number of surveys of each type returned and included in our sample for analysis. Surveys were mailed to the members and leaders (commanders and first sergeants) of 296 units. RAND received completed surveys from 261 of those units (an 88 percent return rate, as noted above).⁵ This resulted in 18,504 complete Unit Member Surveys and 649 Unit Leader Surveys. The ORE supplement was sent to 49 units (for commanders and first sergeants to complete); RAND received 52 completed ORE surveys from 32 of those units. The Brigade and Battalion Staff survey supplement was mailed to 46 units; 41 of those units returned 220 completed forms. We received 182 complete ULBSC surveys from the 300 shipped to selected individuals in various units who attended ULBSC during the year.

Table 2
Number of Questionnaires Returned

Type of Unit	Member	Leader	ORE	Staff	ULBSC
Nonbrigade units	6,089	172	34	42	
Brigade units					
155 Bde	1,708	76	5	30	
81 Bde	1,954	74	0	30	
218 Bde	2,462	85	3	33	
116 Bde	1,731	79	2	32	
256 Bde	2,235	59	2	14	
48 Bde	1,602	55	3	15	
27 Bde	723	49	2	24	
Total	18,504	649	51	220	182 ^a

^aULBSC attendees were from different units from other survey respondents.

Analysis of the response rates indicated there was no reason to suspect bias in the results because of nonresponse from any particular category of unit or personnel. The high response rates by personnel who were present at drills reflected the dedication and interest on the part of the members and leaders of the Bold Shift units.

⁵Two units reported that they did not participate in any Bold Shift activities and therefore did not respond to the survey.

3. QUESTIONNAIRE: UNIT MEMBER SURVEY

Section 1
MILITARY BACKGROUND

Q1. Record the name and location of your Guard/Reserve/Active unit. (Please print)

NAME OF UNIT

CITY AND STATE

Q2. In all, to the nearest year and month, how long have you served in your current unit? Record the number of years and months.

and
Years Months

Q3. In 1992, which of these leadership positions did you hold in your unit?

(Mark All That Apply)

Commanding Officer..... 1
Battalion or Brigade Staff... 2
First Sergeant..... 3
Squad leader..... 4
Section leader..... 5
Platoon leader..... 6
Other..... 7
(Specify: _____)
No leadership position..... 8

Q4. Are you employed full-time in one of the following categories?

(Mark One on Each Line)

	<u>Yes</u>	<u>No</u>
a. Active Guard or Reserve (AGR).....	1	2
b. Full-time military technician.....	1	2
c. Full-time civilian federal government employee.....	1	2
d. Full-time state government employee.....	1	2
e. Full-time local government employee.....	1	2

IF YES TO ANY OF THE ABOVE:

Q4A. Where do you work most of your time?

(Mark One)

In this unit..... 1
In another Guard or Reserve unit.... 2
Other..... 3

(Specify:_____)

Q5. What is your present pay grade?

(Mark One)

<u>Enlisted</u>	<u>Warrant</u>	<u>Officer</u>
E-1..... 01	W-1 10	O-1 15
E-2..... 02	W-2 11	O-2 16
E-3..... 03	W-3 12	O-3 17
E-4..... 04	W-4 13	O-4 18
E-5..... 05	W-5 14	O-5 19
E-6..... 06		O-6 20
E-7..... 07		
E-8..... 08		
E-9..... 09		

Q6. What was your pay grade when you entered the Guard or Reserve?

(Mark One)

<u>Enlisted</u>	<u>Warrant</u>	<u>Officer</u>
E-1 01	W-1 10	O-1 15
E-2 02	W-2 11	O-2 16
E-3 03	W-3 12	O-3 17
E-4 04	W-4 13	O-4 18
E-5 05	W-5.....	O-5 19
E-6 06	14	O-6 20
E-7 07		
E-8 08		
E-9 09		

Q7. In all, how long have you served in the Army National Guard or Army Reserve?
Record the number of years and months.

and
Years Months

Q8. Did you serve on active duty during Operation Desert Shield/Storm (ODS/S)?

(Mark One)

Yes, I served overseas during ODS/S 1
Yes, I served in the U.S. during ODS/S 2
No, I did not serve during ODS/S 3

Q8A. How much time, if any, have you spent in an Active Component organization? Record the number of years and months. (Do not count Desert Shield/Storm time as Active Service).

and
Years Months

Section 2
TRAINING BACKGROUND

Annual Training (AT)

Q9. Did you participate in Annual Training (AT) during the 1992 Training Year (October 1991 through September 1992)?

(Mark One)

YES..... 1 ----> **ANSWER Q10**
NO..... 2 ----> **GO TO Q11**

IF YOU PARTICIPATED IN ANNUAL TRAINING DURING 1992:

Q10. What did you do DURING 1992 Annual Training (AT)?

(Mark One)

Attended AT with my unit..... 1
Attended AT with another unit..... 2
Attended MOS qualification training during AT..... 3 **GO TO Q12**
Attended NCO or leader training during AT..... 4
Attended other training during AT..... 5

(Specify:_____)

IF YOU DID NOT PARTICIPATE IN ANNUAL TRAINING DURING 1992:

Q11. What kept you from participating in Annual Training (AT) during 1992?

(Mark ALL That Apply)

I wasn't a member of the Guard/Reserve at
that time..... 1
Conflict with civilian job..... 2
Conflict with civilian school or college schedule..... 3 **GO TO Q17**
Conflict with family responsibilities..... 4
Other..... 5

(Specify:_____)

Q12. Overall, how effective was 1992 Annual Training (AT) in preparing your unit for its wartime mission?

(Mark One)

Extremely effective..... 1
 Very effective..... 2
 Somewhat effective..... 3
 Not very effective..... 4
 Not at all effective.... 5

Q13. How effective would you say 1992 Annual Training (AT) was in the following areas? If you did not perform a particular activity during 1992 Annual Training, circle "0" for that activity.

(Mark One on Each Line)

	Not Applicable/ Did Not Do <u>in AT</u>	<u>Extremely</u> <u>Effective</u>	<u>Very</u> <u>Effective</u>	<u>Somewhat</u> <u>Effective</u>	<u>Not Very</u> <u>Effective</u>	<u>Not At All</u> <u>Effective</u>
a. MOS skill training..... 0		1	2	3	4	5
b. Training in individual weapons and marksmanship..... 0		1	2	3	4	5
c. Tank or Bradley gunnery..... 0		1	2	3	4	5
d. Crew served weapons or crew gunnery(other than tank or Bradley).. 0		1	2	3	4	5
e. Setting up and working with your equipment.... 0		1	2	3	4	5
f. Common Task Training (CTT) such as first aid or putting on protective clothing and masks).... 0		1	2	3	4	5
g. Lane training or Situational Training Exercises..... 0		1	2	3	4	5
h. Squad section or platoon operations..... 0		1	2	3	4	5
i. Other field exercises.. 0		1	2	3	4	5
j. Exercises with an opposing force..... 0		1	2	3	4	5
k. Physical fitness training or testing.... 0		1	2	3	4	5

	Not Applicable/ Did Not Do in AT	Extremely Effective	Very Effective	Somewhat Effective	Not Very Effective	Not At All Effective
l. Crew or unit simulation training.....	0	1	2	3	4	5
m. Training in leadership tasks.....	0	1	2	3	4	5
n. Providing opportunity for unit leaders to lead and control their unit in the field.....	0	1	2	3	4	5

Q14. How would you rate the 1992 Annual Training (AT) in terms of the following:

(Mark One on Each Line)

	Very Good	Good	Fair	Poor	Very Poor
a. Availability of equipment for training?.....	1	2	3	4	5
b. Equipment performance (did the vehicles, weapons, and unit equipment work)?.....	1	2	3	4	5
c. Planning and coordination of supporting activities?.....	1	2	3	4	5
d. Support and assistance from trainers and observer/controllers?..	1	2	3	4	5
e. Feedback and evaluation of performance?.....	1	2	3	4	5
f. Full use of available time?.....	1	2	3	4	5

Q15. Please use the space below to write in any other comments about the strengths and weaknesses of this year's Annual Training.

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1".....1)

Q16. To improve next year's Annual Training (AT), which of the following would you select? List your first choice, second choice, and third choice.

A. Enter the code for your FIRST CHOICE

B. Enter the code for your SECOND CHOICE

C. Enter the code for your THIRD CHOICE

IMPROVEMENTS NEEDED FOR AT

- More equipment available for training..... 01
- More time for individual skill training..... 02
- Increased time on ranges and maneuver areas... 03
- More trainers to organize lanes and provide
feedback..... 04
- More time at Annual Training (AT)..... 05
- More time spent in squad and section drills
and training..... 06
- More effective use of training time..... 07
- More unit members attending AT with their
unit..... 08
- More Active Component trainers at AT..... 09
- Better planning and preparation for AT..... 10
- Better coordination during training..... 11
- More opportunity for leaders to lead and
control their unit in the field..... 12
- Other..... 13

(Specify:_____)

PICK
TOP
3

Q17. Did you attend Annual Training (AT) during the following years?

(Mark One on Each Line)

	<u>Yes</u>	<u>No</u>
a. 1991 Annual Training.....	1	2
b. 1990 Annual Training.....	1	2
c. 1989 Annual Training.....	1	2

Q18. Overall, how did the 1992 Annual Training (AT) compare with Annual Training (AT) in previous years?

(Mark One)

The 1992 Annual Training (AT) was:

- Much better..... 1
- Somewhat better..... 2
- About the same..... 3
- Somewhat worse..... 4
- Much worse..... 5
- This is my first Annual Training..... 6
- I did not attend AT this year..... 7

Q19. If the Army established units with different Annual Training periods, which of the following would you join?

(Mark One)

I would join a unit with:

- a. One 2-week Annual Training (AT) period 1
- b. One 3-week Annual Training (AT) period 2
- c. One 2-week Annual Training (AT) period, plus a
1-week Annual Training (AT) at another time..... 3
- d. One 2-week Annual Training (AT) period, plus a
2-week Annual Training (AT) at another time 4

Q20. What suggestions would you make to improve Annual Training (AT) in the future?

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1".....1)

Monthly Weekend Drill Training (IDT)

Q21. How many monthly drill weekends (IDT) did you attend during the past 12 months?

(Mark One)

NUMBER OF DRILLS
IN PAST 12 MONTHS:

- 1 weekend.... 01
- 2 weekends... 02
- 3 weekends... 03
- 4 weekends... 04
- 5 weekends... 05
- 6 weekends... 06
- 7 weekends... 07
- 8 weekends... 08
- 9 weekends... 09
- 10 weekends .. 10
- 11 weekends .. 11
- 12 weekends .. 12

Q22. NOT COUNTING YOUR NORMAL DRILL PERIODS AND ANNUAL TRAINING (AT), how many additional days have you served in PAID STATUS and UNPAID STATUS during the past 12 months?

(Mark One Box under Each Column)

Days in Days in
Paid Status Unpaid Status

Do Not Count
Normal Drill
Periods and
Annual Training

- | | | | | |
|-----------------------|--------------------------|---|--------------------------|---|
| 0 days..... | <input type="checkbox"/> | 1 | <input type="checkbox"/> | 1 |
| 1-10 days..... | <input type="checkbox"/> | 2 | <input type="checkbox"/> | 2 |
| 11-20 days..... | <input type="checkbox"/> | 3 | <input type="checkbox"/> | 3 |
| 21-30 days..... | <input type="checkbox"/> | 4 | <input type="checkbox"/> | 4 |
| 31-60 days..... | <input type="checkbox"/> | 5 | <input type="checkbox"/> | 5 |
| 61-90 days..... | <input type="checkbox"/> | 6 | <input type="checkbox"/> | 6 |
| More than 90 days.... | <input type="checkbox"/> | 7 | <input type="checkbox"/> | 7 |

Q23. Overall, how effective was this year's monthly weekend drill training (IDT) in preparing your unit for its wartime mission?

(Mark One)

Extremely effective..... 1
 Very effective..... 2
 Somewhat effective..... 3
 Not very effective..... 4
 Not at all effective..... 5

Q24. How would you rate the effectiveness of this year's monthly weekend drills (IDT) in the following areas? If you did not perform a particular activity during this year's monthly weekend drills, circle "0" for that activity.

(Mark One on Each Line)

	Not Applicable/ Did Not Do <u>in IDT</u>	Extremely Effective	Very Effective	Somewhat Effective	Not Very Effective	Not At All Effective
a. MOS skill training..... 0		1	2	3	4	5
b. Training in individual weapons and marksmanship..... 0		1	2	3	4	5
c. Tank or Bradley gunnery..... 0		1	2	3	4	5
d. Crew served weapons or crew gunnery (other than tank or Bradley)... 0		1	2	3	4	5
e. Setting up and working with your equipment..... 0		1	2	3	4	5
f. Common Task Training (CTT) (such as first aid or putting on protective clothing and masks)..... 0		1	2	3	4	5
g. Lane training or Situational Training Exercises..... 0		1	2	3	4	5
h. Squad section or platoon operations..... 0		1	2	3	4	5
i. Other field exercises... 0		1	2	3	4	5
j. Exercises with an opposing force..... 0		1	2	3	4	5

	Not Applicable/ Did Not Do <u>in IDT</u>	Extremely Effective	Very Effective	Somewhat Effective	Not Very Effective	Not At All Effective
k. Physical fitness training or testing.....	0	1	2	3	4	5
l. Crew or unit simulation training.....	0	1	2	3	4	5
m. Training in leadership tasks.....	0	1	2	3	4	5
n. Providing opportunity for unit leaders to lead and control their unit in the field.....	0	1	2	3	4	5

Q25. How would you rate the monthly weekend drills (IDT) in terms of the following:

	(Mark One on Each Line)				
	Very <u>Good</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	Very <u>Poor</u>
a. Availability of equipment for training?.....	1	2	3	4	5
b. Equipment performance (did the vehicles, weapons, and unit equipment work)?.....	1	2	3	4	5
c. Planning and coordination of supporting activities?.....	1	2	3	4	5
d. Support and assistance from trainers and observer/controllers?.....	1	2	3	4	5
e. Feedback and evaluation of performance?.....	1	2	3	4	5
f. Full use of available time?.....	1	2	3	4	5

Q26. To improve next year's monthly drill training (IDT), which of the following would you select? List your first choice, second choice, and third choice.

A. Enter the code for your FIRST CHOICE

B. Enter the code for your SECOND CHOICE

C. Enter the code for your THIRD CHOICE

IMPROVEMENTS NEEDED FOR IDT

- More equipment available for training 01
More time for individual skill training 02
Increased time on ranges and maneuver areas 03
More trainers to organize lanes and provide feedback. 04
More weekend drills 05
Longer drills 06
More time spent in squad and section drills and
training 07
More effective use of training time 08
Greater number of unit members attending drills..... 09
More Active Component trainers at weekend drills 10
Better planning and preparation for drills 11
Better coordination during drills 12
More opportunity for leaders to tactically deploy
with their unit 13
More ADT for command/staff and leader training 14
More full-time support personnel 15
Other 16

(Specify:_____)

PICK
TOP
3

Q27. What other suggestions would you make to improve weekend drill training in the future?

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1".....1)

Q28. How many MUTA-5s and MUTA-6s (Multiple Unit Training Assemblies) have you participated in during the past 12 months?

I PARTICIPATED IN:

MUTA-5s and # MUTA-6s
in past 12 months

Q29. If your unit was required to conduct more weekend drill training, how many MUTA-5s or MUTA-6s, in total, would you be able to attend per year?

I WOULD BE ABLE TO ATTEND:

MUTA-5s and # MUTA-6s

Q30. How effective would you rate the leaders in your unit in terms of the following

(Mark One on Each Line)

	<u>Extremely</u> <u>Effective</u>	<u>Very</u> <u>Effective</u>	<u>Somewhat</u> <u>Effective</u>	<u>Not Very</u> <u>Effective</u>	<u>Not At All</u> <u>Effective</u>
a. Ability to plan and conduct effective training?.....	1	2	3	4	5
b. Ability to tactically lead troops?.....	1	2	3	4	5
c. Technical skills?.....	1	2	3	4	5
d. Overall ability to lead your unit in its wartime mission?....	1	2	3	4	5

Section 3
SCHOOL BACKGROUND

OFFICERS, SKIP TO Q45.

ENLISTED, CONTINUE WITH Q31.

Q31. What is your Duty Military Occupational Specialty (DMOS) -- the MOS for the position that you currently hold?

3-DIGIT DUTY DMOS:

--	--	--

Q32. How long have you been assigned to your current Duty Military Occupational Specialty (DMOS)? Record the number of years and months.

--	--

Years

and

--	--

Months

Q33. Have you ever served in an Active Component organization in your current Duty MOS? (Do not count service in Operation Desert Shield/Storm)

(Mark One)

YES 1

NO..... 2

Q34. Have you been formally awarded MOS qualification for the duty position that you currently hold?

(Mark One)

YES 1 ----> ANSWER Q35

NO 2 ----> GO TO Q36

Q35. From which type of institution did you get your Duty Military Occupational Specialty (DMOS) qualification training?

(Mark One)

- Active Component school..... 1
- Reserve Forces school..... 2
- State Academy..... 3
- Other Reserve Component school..... 4
- Civilian institution..... 5
- Supervised on the Job Training (SOJT).... 6
- Other..... 7

GO TO Q37

(Specify:_____)

- I am not qualified in my duty MOS..... 8

IF YOU HAVE NOT BEEN AWARDED THE MOS FOR YOUR CURRENT DUTY POSITION:

Q36. Are you currently scheduled to attend school to attain your Duty Military Occupational Specialty (DMOS) qualification status?

(Mark One)

- Yes, I am currently attending school for DMOS qualification..... 1
- Yes, I am scheduled to attend school in the next 12 months..... 2
- No, I am not scheduled because no class is available..... 3
- No, I am not scheduled because of work or family conflicts..... 4
- I do not know my current status..... 5
- Other..... 6

(Specify:_____)

Q37. Which of the following professional development courses have you completed?

(Mark ALL That Apply)

- PLDC..... 1
 - BNCOC (with MOS phase)..... 2
 - BNCOC (without MOS phase)..... 3
 - ANCOC (with MOS phase)..... 4
 - ANCOC (without MOS phase)..... 5
-

Q38. What was the last MOS course or professional development course (such as PLDC, BNCOC, and ANCOC) that you took?

(Mark One)

An MOS course.....	1	---	ANSWER Q39
A Professional Development (such as PLDC, BNCOC, ANCOC).....	2	---	ANSWER Q39
None.....	3	---	GO TO Q42

Q39. What type of school provided the course?

(Mark One)

Active Component school.....	1
Reserve Forces school.....	2
State Academy.....	3
Civilian institution.....	4
Supervised on the Job Training (SOJT).....	5
Correspondence.....	6
Other.....	7

(Specify:_____)

Q39A. In what year did you attend the course in Q38?

(Mark One)

1992.....	1
1991.....	2
1990.....	3
1989 or earlier.....	4

Q40. How would you rate the course you listed in Q38 in terms of the following:

(Mark One on Each Line)					
	<u>Very</u> <u>Good</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Very</u> <u>Poor</u>
a. The knowledge and skills you learned?.....	1	2	3	4	5
b. The content of the curriculum?.....	1	2	3	4	5
c. The quality of the instructors?.....	1	2	3	4	5
d. How well the course matched your job duties?.....	1	2	3	4	5
e. The adequacy of the facilities, equipment, and training aids?.....	1	2	3	4	5
f. How well the course prepared you to perform the duties of your current position?.....	1	2	3	4	5

Q41. How were you paid for the time you attended the course?

(Mark One)

IDT (Inactive Duty Training).....	1
AT (Annual Training).....	2
ADT (Additional Duty for Training)...	3
Unpaid.....	4

Q42. Have you completed the NCOES course required for your current grade?

(Mark One)

YES.....	1	---	ANSWER Q42A
NO.....	2	---	GO TO Q43

Q42A. At which type of institution did you attend the NCOES course?

(Mark One)

- Active component school..... 1
- Reserve Forces school..... 2
- State Academy..... 3
- Other Reserve Component school..... 4
- Other..... 5
- (Specify:_____)
- I have not attended the required NCOES course..... 6
- GO TO Q44**

IF YOU HAVE NOT ATTENDED THE NCOES COURSE REQUIRED FOR YOUR CURRENT GRADE:

Q43. Are you currently scheduled to attend school to attain NCOES qualification for your current grade?

(Mark One)

- Yes, I am currently attending an NCOES course..... 1
- Yes, I am scheduled to attend in the next 12 months... 2
- No, I am not scheduled because no class is available.. 3
- No, I am not scheduled because of work or family conflicts..... 4
- I do not know my current status..... 5
- Other..... 6
- (Specify:_____)
- GO TO Q51**

Q44. Have you completed the NCOES course required for the next higher grade?

(Mark One)

- YES..... 1
- GO TO Q51**
- NO..... 2
-

OFFICERS: ANSWER Q45-Q50.

ENLISTED: SKIP TO Q51.

Q45. What is the branch code for the duty position that you currently hold?

2-CHARACTER BRANCH CODE:

--	--

Q46. How long have you been assigned to your current duty position?
Record the number of years and months.

--	--

Years

and

--	--

Months

Q47. Have you ever served in an Active Component organization in your current duty position? (Do not count service in Operation Desert Shield/Storm.)

(Mark One)

YES..... 1

NO..... 2

Q48. What was the source of your commission?

(Mark One)

U.S. Military Academy..... 1

Other academy..... 2

ROTC..... 3

Active OCS..... 4

State OCS..... 5

Private commission..... 6

Q49. Which of the following professional development courses have you completed?

(Mark ALL That Apply)

OBC (same branch as current position)..	1
OBC (other branch).....	2
OAC (same branch as current position)..	3
OAC (other branch).....	4
CASSS.....	5
CGSC.....	6
Pre-command course (AC).....	7
Pre-command course (RC).....	8

Q50. Are you currently scheduled to attend school (such as OBC or OAC) to attain branch qualification status for your current duty position?

(Mark One)

Yes, I am currently attending school for branch qualification....	1
Yes, I am scheduled to attend school in the next 12 months.....	2
No, I am not scheduled because no class is available.....	3
No, I am not scheduled because of work or family conflicts.....	4
I do not know my current status.....	5
I am branch qualified for the position I currently hold.....	6
Other.....	7

(Specify:_____)

EVERYONE ANSWER Q51 - Q52

Q51. If you were required to attend two weeks' additional schooling or training, how could you best accomplish it?

(Mark One)

I would attend:

- An additional 2-week Annual Training (AT) period.. 1
- Up to 7 additional IDT/ADT weekends per year..... 2 GO TO Q53
- A combination of one separate 5-day to 7-day Annual Training (AT) period combined with additional IDT weekends..... 3
- I could not do any of the above..... 4 ---> ANSWER Q52

IF YOU COULD NOT DO ANY OF THE ABOVE:

Q52. What is the main reason you could not attend two weeks' additional schooling or training?

(Mark One)

- Conflict with civilian job..... 1
- Conflict with civilian school or college schedule... 2
- Conflict with family responsibilities..... 3
- Other 4

(Specify: _____)

<p style="text-align: center;">Section 4</p> <p style="text-align: center;">OVERALL ASSESSMENT OF BOLD SHIFT TRAINING</p>

Q53. All things considered, how effective has the Bold Shift program been in improving your unit's readiness for its wartime mission?

.....(Mark One)

Extremely effective.....	1
Very effective.....	2
Somewhat effective.....	3
Not very effective.....	4
Not at all effective.....	5
Unfamiliar with Bold Shift.....	6

ANSWER Q54-Q5

----> GO TO Q57

Q54. Do you think the Bold Shift Program should be continued in your unit?

(Mark One)

Yes, definitely should continue.....	1
Yes, probably should continue.....	2
No, probably should not continue....	3
No, definitely should not continue..	4

Q55. Do you think the Bold Shift program should be expanded to more units in the Reserve Components?

(Mark One)

Yes, definitely should expand.....	1
Yes, probably should expand.....	2
No, probably should not expand.....	3
No, definitely should not expand....	4

Q56. In your opinion, how has Bold Shift affected your unit's morale?

(Mark One)

Very positive effect...)	1
Somewhat positive effect...	2
No effect.....	3
Somewhat negative effect...	4
Very negative effect.....	5

Q57. Did you personally have contact with Active Component trainers or evaluators during Training Year 1992?

(Mark ALL That Apply)

Yes, at Annual Training.....	1
Yes, during monthly drills periods.....	2
Yes, at some other time.....	3
(Specify:_____)	
No, I did not have contact with Active trainers....	4

Q58. Overall, how effective did you find the training and feedback from Active Component trainers or evaluators?

(Mark One)

Extremely effective	1
Very effective	2
Somewhat effective	3
Not very effective	4
Not at all effective	5
I did not have contact with Active Component trainers or evaluators	6

Q59. What one thing would you want to improve before going to war with this unit?

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1".....1)

Section 5
INDIVIDUAL CHARACTERISTICS

We would like some information about you in order to describe the general characteristics of people who completed this survey.

Q60. Are you male or female?

(Mark One)

MALE..... 1

FEMALE..... 2

Q61. How old were you on your last birthday?

AGE:

Q62. What is the HIGHEST grade or regular school or college that you have COMPLETED?

(Mark One)

Eighth grade or less 1

Some high school, but no diploma or equivalency..... 2

High school equivalency (GED) 3

High school diploma 4

Some college (or AA degree), but no Bachelor's degree.... 5

Bachelor's degree 6

Some graduate school, but not degree 7

Post-graduate degree (MA, MS, PhD, LLD, MD) 8

Q63. Which of these describes you best?

(Mark One)

White, not Hispanic..... 1

Black, not Hispanic..... 2

Hispanic..... 3

Asian or Pacific Islander..... 4

American Indian, or Alaskan Native..... 5

Other group..... 6

(Specify: _____)

Q64. What is your marital status?

(Mark One)

Married	1
Separated	2
Divorced	3
Widowed	4
Single, never married	5

Q65. What were you doing most of the time in civilian life LAST MONTH?

(Mark ALL That Apply)

I was:

Working full-time in the Guard/Reserve	1
Working full-time in a civilian job	2
Working part-time in a civilian job	3
With a civilian job but not at work because of temporary illness, vacation, strike, etc.	4
Unemployed, laid off, looking for civilian work ...	5
Retired	6
Going to school	7
Keeping house	8
Other	9

(Specify: _____)

THANK YOU VERY MUCH FOR PARTICIPATING IN THIS SURVEY.

PLEASE PLACE YOUR COMPLETED SURVEY IN THE CONFIDENTIAL ENVELOPE
PROVIDED AND RETURN IT TO THE SURVEY ADMINISTRATOR AT YOUR UNIT.

4. QUESTIONNAIRE: UNIT LEADER SURVEY

Section 1
MILITARY BACKGROUND

Q1. Record the name and location of your Guard/Reserve/Active unit. (Please print)

NAME OF UNIT
CITY AND STATE

Q2. In all, to the nearest year and month, how long have you served in your current unit? Record the number of years and months.

		and		
Years			Months	

Q3. In 1992, which of these leadership positions did you hold in your unit?

(Mark All That Apply)

Commanding Officer.....	1
Battalion or brigade staff..	2
First sergeant.....	3
Squad Leader.....	4
Section leader.....	5
Platoon leader.....	6
Other.....	7

(Specify:_____)

No leadership position.....	8
-----------------------------	---

Q4. Are you employed full-time in one of the following categories?

(Mark One on Each Line)

	<u>Yes</u>	<u>No</u>
a. Active Guard or Reserve (AGR).....	1	2
b. Full-time military technician.....	1	2
c. Full-time civilian federal government employee...	1	2
d. Full-time state government employee.....	1	2
e. Full-time local government employee.....	1	2

IF YES TO ANY OF THE ABOVE:

Q4A. Where do you work most of your time?

(Mark One)

In this unit..... 1
In another Guard or Reserve unit..... 2
Other..... 3
(Specify:_____)

Q5. What is your present pay grade?

(Mark One)

<u>Enlisted</u>	<u>Warrant</u>	<u>Officer</u>
E-1..... 01	W-1 10	O-1 15
E-2..... 02	W-2 11	O-2 16
E-3..... 03	W-3 12	O-3 17
E-4..... 04	W-4 13	O-4 18
E-5..... 05	W-5 14	O-5 19
E-6..... 06		O-6 20
E-7..... 07		
E-8..... 08		
E-9..... 09		

Q6. What was your pay grade when you entered the Guard or Reserve?

(Mark One)

<u>Enlisted</u>	<u>Warrant</u>	<u>Officer</u>
E-1..... 01	W-1 10	O-1 15
E-2..... 02	W-2 11	O-2 16
E-3..... 03	W-3 12	O-3 17
E-4..... 04	W-4 13	O-4 18
E-5..... 05	W-514	O-5 19
E-6..... 06		O-6 20
E-7..... 07		
E-8..... 08		
E-9..... 09		

Q7. In all, how long have you served in the Army National Guard or Army Reserve?
Record the number of years and months.

<input type="text"/>	<input type="text"/>	and	<input type="text"/>	<input type="text"/>
Years			Months	

Q8. Did you serve on active duty during Operation Desert Shield/Storm (ODS/S)?

(Mark One)

Yes, I served overseas during ODS/S..... 1
Yes, I served in the U.S. during ODS/S..... 2
No, I did not serve during ODS/S..... 3

Q9. How much time, if any, have you spent in an Active Component organization?
Record the number of years and months. (Do not count Desert Shield/Storm
time as Active Service).

<input type="text"/>	<input type="text"/>	and	<input type="text"/>	<input type="text"/>
Years			Months	

Section 2
TRAINING BACKGROUND

Annual Training (AT)

Q10. Did you participate in Annual Training (AT) during the 1992 Training Year (October 1991 through September 1992)?

(Mark One)

YES..... 1 ---> **ANSWER Q11**
NO..... 2 ---> **GO TO Q12**

IF YOU PARTICIPATED IN ANNUAL TRAINING DURING 1992:

Q11. What did you do DURING 1992 Annual Training (AT)?

(Mark One)

Attended AT with my unit..... 1
Attended AT with another unit..... 2
Attended MOS qualification training during AT.... 3 **GO TO Q13**
Attended NCO/Officer professional education
during AT..... 4
Attended other training during AT..... 5
(Specify:_____)

IF YOU DID NOT PARTICIPATE IN ANNUAL TRAINING DURING 1992:

Q12. What kept you from participating in Annual Training (AT) during 1992?

(Mark ALL That Apply)

I wasn't a member of the Guard/Reserve at
that time..... 1
Conflict with civilian job..... 2
Conflict with civilian school or college schedule.... 3 **GO TO Q21**
Conflict with family responsibilities 4
Other..... 5
(Specify:_____)

Q13. Overall, how effective was 1992 Annual Training (AT) in preparing your unit for its wartime mission?

(Mark One)

Extremely effective..... 1
 Very effective..... 2
 Somewhat effective..... 3
 Not very effective..... 4
 Not at all effective..... 5

Q14. How effective would you say 1992 Annual Training (AT) was in the following areas? If you did not perform a particular activity during 1992 Annual Training, mark "0" for that activity.

(Mark One on Each Line)

	Not Applicable/ Did Not Do in AT	Extremely Effective	Very Effective	Somewhat Effective	Not Very Effective	Not At All Effective
a. MOS skill training.....	0	1	2	3	4	5
b. Training in individual weapons and marksmanship.....	0	1	2	3	4	5
c. Tank or Bradley gunnery...	0	1	2	3	4	5
d. Crew served weapons or crew gunnery(other than tank or Bradley).....	0	1	2	3	4	5
e. Setting up and working with your equipment.....	0	1	2	3	4	5
f. Common Task Training (CTT) (such as first aid or putting on protective clothing and masks).....	0	1	2	3	4	5
g. Lane training or Situational Training Exercises.....	0	1	2	3	4	5
h. Squad section or platoon operations.....	0	1	2	3	4	5
i. Other field exercises.....	0	1	2	3	4	5
j. Exercises with an opposing force.....	0	1	2	3	4	5
k. Physical fitness training or testing.....	0	1	2	3	4	5
l. Crew or unit simulation training.....	0	1	2	3	4	5
m. Training in leadership tasks.....	0	1	2	3	4	5
n. Providing opportunity for unit leaders to lead and control their unit in the field...	0	1	2	3	4	5

Q15. How would you rate the 1992 Annual Training (AT) in terms of the following:

(Mark One on Each Line)

	<u>Very Good</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Very Poor</u>
a. Availability of equipment for training?.....	1	2	3	4	5
b. Equipment performance (did the vehicles, weapons, and unit equipment work)?... 1	1	2	3	4	5
c. Planning and coordination of supporting activities?.....	1	2	3	4	5
d. Support and assistance from trainers and observer/controllers?.....	1	2	3	4	5
e. Feedback and evaluation of performance?.....	1	2	3	4	5
f. Full use of available time?.....	1	2	3	4	5

Q16. Please use the space below to write in any other comments about the strengths and weaknesses of this year's Annual Training (AT).

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1" 1)

Q17. What do you recommend might be done to increase the ability of personnel to attend Annual Training (AT) with their unit? Please suggest any policy changes, incentives, or other measures you feel might increase AT participation.

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1" 1)

Q18. Do you agree or disagree with the following statements about 1992 Annual Training (AT)?

(Mark One on Each Line)

	<u>Strongly</u> <u>Agree</u>	<u>Somewhat</u> <u>Agree</u>	<u>Unsure</u>	<u>Somewhat</u> <u>Disagree</u>	<u>Strongly</u> <u>Disagree</u>
a. The training focus was at too high a level (e.g., unit trained at platoon level when crew and individual skills were weak).....	1	2	3	4	5
b. The training focus was at too low a level.....	1	2	3	4	5
c. Training did not focus on the most important tasks.....	1	2	3	4	5
d. The RC unit leadership should have been ... more involved in training.....	1	2	3	4	5
e. The junior leaders gained experience supervising tactical exercises.....	1	2	3	4	5

Q19. How would you rate the effectiveness of Active Component support for this unit's 1992 Annual Training (AT)?

(Mark One)

Extremely effective.....	1
Very effective.....	2
Somewhat effective.....	3
Not very effective.....	4
Not at all effective.....	5

Q20. To improve next year's Annual Training (AT), which of the following would you select? List your first choice, second choice, and third choice.

A. Enter the code for your FIRST CHOICE

B. Enter the code for your SECOND CHOICE

C. Enter the code for your THIRD CHOICE

PICK
TOP
3

IMPROVEMENTS NEEDED FOR AT

- More equipment available for training 01
- More time for individual skill training 02
- Increased time on ranges and maneuver areas ... 03
- More trainers to organize lanes and provide
feedback..... 04
- More time at Annual Training (AT) 05
- More time spent in squad and section drills
and training..... 06
- More effective use of training time 07
- More unit members attending AT with their
unit..... 08
- More Active Component trainers at AT 09
- Better planning and preparation for AT..... 10
- Better coordination during training..... 11
- More opportunity for leaders to lead and
control their unit in the field 12
- Other 13

(Specify: _____)

Q21. Did you attend Annual Training (AT) during the following years?

(Mark One on Each Line)

	<u>Yes</u>	<u>No</u>
a. 1991 Annual Training.....	1	2
b. 1990 Annual Training.....	1	2
c. 1989 Annual Training.....	1	2

Q22. Overall, how did the 1992 Annual Training (AT) compare with Annual Training (AT) in previous years?

(Mark One)

The 1992 Annual Training (AT) was:

- | | |
|--|---|
| Much better..... | 1 |
| Somewhat better..... | 2 |
| About the same..... | 3 |
| Somewhat worse..... | 4 |
| Much worse..... | 5 |
| This is my first Annual Training (AT)..... | 6 |
| I did not attend Annual Training (AT) this year... | 7 |

Q23. If the Army established units with different Annual Training (AT) periods, which of the following would you join?

(Mark One)

I would join a unit with:

- | | |
|---|---|
| a. One 2-week Annual Training (AT) period..... | 1 |
| b. One 3-week Annual Training (AT) period..... | 2 |
| c. One 2-week Annual Training (AT) period, plus a
1-week Annual Training (AT) at another time..... | 3 |
| d. One 2-week Annual Training (AT) period, plus a
2-week Annual Training (AT) at another time..... | 4 |

Q24. If this unit had to mobilize immediately after returning from Annual Training (AT), how long do you think it would take after mobilization for the unit to become fully trained and ready for wartime operations?

--	--

Weeks

or

--	--

Days

AFTER MOBILIZATION

Q25. Now thinking of this unit's status one year ago, how long do you think it would have taken, at that time, to become fully trained and ready for wartime operations?

--	--

Weeks

or

--	--

Days

AFTER MOBILIZATION

Q26. A number of initiatives have been proposed to improve the readiness of units in the RC. How effective would you rate each of the following possible initiatives?

(Mark One on Each Line)

	<u>Extremely</u>	<u>Very</u>	<u>Somewhat</u>	<u>Not Very</u>	<u>Not At All</u>
	<u>Effective</u>	<u>Effective</u>	<u>Effective</u>	<u>Effective</u>	<u>Effective</u>
a. Bring in unit leaders a week before Annual Training (AT), for special leader preparation/training.....	1	2	3	4	5
b. Bring in IRR volunteers to fill out vacant positions, to bring unit to full strength.....	1	2	3	4	5
c. Increase the length of Annual Training (AT) to 3 weeks.....	1	2	3	4	5
d. Command and staff training during Annual Training (AT) period (eg. CPX, CFX), in place of supervising subordinates for a portion of AT...	1	2	3	4	5
e. Increase the number of Active Component trainers during Annual Training (AT).....	1	2	3	4	5
f. Use RC trainers from the unit, instead of AC trainers.....	1	2	3	4	5

Q27. What other suggestions would you make to improve Annual Training (AT) in the future?

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1" 1)

Monthly Weekend Drill Training (IDT)

Q28. How many monthly drill weekends (IDT) did you attend during the past 12 months?

(Mark One)

NUMBER OF DRILLS
IN PAST 12 MONTHS:

- 1 weekend ... 01
- 2 weekends .. 02
- 3 weekends .. 03
- 4 weekends .. 04
- 5 weekends .. 05
- 6 weekends .. 06
- 7 weekends .. 07
- 8 weekends .. 08
- 9 weekends .. 09
- 10 weekends .. 10
- 11 weekends .. 11
- 12 weekends .. 12

Q29. NOT COUNTING YOUR NORMAL DRILL PERIODS AND ANNUAL TRAINING (AT), how many additional days have you served in PAID STATUS and UNPAID STATUS during the past 12 months?

(Check One Box on Each Column)

Do Not Count
Normal Drill
Periods and
Annual Training

	Days in Paid Status	Days in Unpaid Status
0 days.....	<input type="checkbox"/> 1	<input type="checkbox"/> 1
1-10 days.....	<input type="checkbox"/> 2	<input type="checkbox"/> 2
11-20 days.....	<input type="checkbox"/> 3	<input type="checkbox"/> 3
21-30 days.....	<input type="checkbox"/> 4	<input type="checkbox"/> 4
31-60 days.....	<input type="checkbox"/> 5	<input type="checkbox"/> 5
61-90 days.....	<input type="checkbox"/> 6	<input type="checkbox"/> 6
More than 90 days...	<input type="checkbox"/> 7	<input type="checkbox"/> 7

Q30. Think about the additional days you listed in Q29. Roughly what percentage of this time did you spend on the following activities?

If you did not work additional days, circle "00" and skip to next question
00..... ---> GO TO Q31

PERCENTAGE OF TIME SPENT:

a. Administration.....	<input type="text"/>	<input type="text"/>	%
b. Leader/Staff Training.....	<input type="text"/>	<input type="text"/>	%
c. Preparing for AT.....	<input type="text"/>	<input type="text"/>	%
d. Preparing for IDT.....	<input type="text"/>	<input type="text"/>	%
e. Other.....	<input type="text"/>	<input type="text"/>	%



Total 100%
(Specify: _____)

Q31. During how many drill weekends during Training Year 1992 (October 1991 through September 1992) did Active Component personnel participate in this unit's monthly drills?

(Mark One)

NUMBER OF DRILLS:

1 weekend ...	01
2 weekends ..	02
3 weekends ..	03
4 weekends ..	04
5 weekends ..	05
6 weekends ..	06
7 weekends ..	07
8 weekends ..	08
9 weekends ..	09
10 weekends ..	10
11 weekends ..	11
12 weekends ..	12

Q32. Overall, how effective was this year's monthly weekend drill training
(IDT) in preparing your unit for its wartime mission?

(Mark One)

Extremely effective.....	1
Very effective.....	2
Somewhat effective.....	3
Not very effective.....	4
Not at all effective.....	5

Q33. How would you rate the effectiveness of this year's monthly weekend drills (IDTs) in the following areas? If you did not perform a particular activity during this year's monthly weekend drills (IDTs), mark "0" for that activity.

(Mark One on Each Line)

	Not Applicable/ Did Not <u>Do in IDT</u>	Extremely <u>Effective</u>	Very <u>Effective</u>	Somewhat <u>Effective</u>	Not Very <u>Effective</u>	Not At All <u>Effective</u>
a. MOS skill training..... 0		1	2	3	4	5
b. Training in individual weapons and marksmanship..... 0		1	2	3	4	5
c. Tank or Bradley gunnery.... 0		1	2	3	4	5
d. Crew served weapons or crew gunnery (other than tank or Bradley)..... 0		1	2	3	4	5
e. Setting up and working with your equipment..... 0		1	2	3	4	5
f. Common Task Training (CTT) (such as first aid or putting on protective clothing and masks)..... 0		1	2	3	4	5
g. Lane training or Situational Training Exercises..... 0		1	2	3	4	5
h. Squad section or platoon operations..... 0		1	2	3	4	5
i. Other field exercises..... 0		1	2	3	4	5
j. Exercises with an opposing force..... 0		1	2	3	4	5
k. Physical fitness training or testing..... 0		1	2	3	4	5
l. Crew or unit simulation training..... 0		1	2	3	4	5
m. Training in leadership tasks..... 0		1	2	3	4	5
n. Providing opportunity for unit leaders to lead and control their unit in the field..... 0		1	2	3	4	5

Q34. How would you rate this year's monthly weekend drills (IDTs) in terms of the following?

(Mark One on Each Line)

	<u>Very Good</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Very Poor</u>
a. Availability of equipment for training?.....	1	2	3	4	5
b. Equipment performance (did the vehicles, weapons, and unit equipment work)?.....	1	2	3	4	5
c. Planning and coordination of supporting activities?.....	1	2	3	4	5
d. Support and assistance from trainers and observer/controllers?.....	1	2	3	4	5
e. Feedback and evaluation of performance?.....	1	2	3	4	5
f. Full use of available time?.....	1	2	3	4	5

Q35. To improve next year's monthly drill training (IDT), which of the following would you select? List your first choice, second choice, and third choice.

A. Enter the code for your FIRST CHOICE

B. Enter the code for your SECOND CHOICE

C. Enter the code for your THIRD CHOICE

PICK
TOP
3

IMPROVEMENTS NEEDED FOR IDT

More equipment available for training	01
More time for individual skill training	02
Increased time on ranges and maneuver areas ..	03
More trainers to organize lanes and provide feedback	04
More weekend drills	05
Longer drills	06
More time spent in squad and section drills and training	07
More effective use of training time	08
Greater number of unit members attending drills	09
More Active Component trainers at weekend drills	10
Better planning and preparation for drills ...	11
Better coordination during drills	12
More opportunity for leaders to tactically deploy with their unit	13
More ADT for command/staff and leader training	14
More full-time support personnel	15
Other	16

(Specify: _____)

Q36. What other suggestions would you make to improve weekend drill training (IDTs) in the future?

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1" 1)

Q37. How many MUTA-5s and MUTA-6s (Multiple Unit Training Assemblies) have you participated in during the past 12 months?

I PARTICIPATED IN:

MUTA-5s and # MUTA-6s
IN PAST 12 MONTHS

☐

Q38. If your unit was required to conduct longer periods of weekend drill training, how many MUTA-5s or MUTA-6s, in total, would it be able to attend per year?

I WOULD BE ABLE TO ATTEND:

MUTA-5s and # MUTA-6s

☐

Q39. How effective would you rate the leaders in your unit in terms of the following:

(Mark One on Each Line)

	<u>Extremely</u> <u>Effective</u>	<u>Very</u> <u>Effective</u>	<u>Somewhat</u> <u>Effective</u>	<u>Not Very</u> <u>Effective</u>	<u>Not At All</u> <u>Effective</u>
a. Ability to plan and conduct effective training?.....	1	2	3	4	5
b. Ability to tactically lead troops?.....	1	2	3	4	5
c. Technical skills?.....	1	2	3	4	5
d. Overall ability to lead your unit in its wartime mission?...	1	2	3	4	5

Q40. Which of the following measures would best improve leader training?

(Mark One)

- | | |
|--|---|
| Better leader development courses and schools..... | 1 |
| Longer leader development courses..... | 2 |
| More leader training during Annual Training (AT)
or monthly drills (IDT)..... | 3 |
| A better system to ensure that the best qualified
leaders are selected..... | 4 |
| A better system to identify and remove leaders who
do not perform well..... | 5 |
-

Q41. What other suggestions would you make to improve leader training?

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1" 1)

Section 3

FULL-TIME SUPPORT PERSONNEL

Q42. How many Full-Time Support (FTS) personnel from the following categories are assigned to your unit? If you do not have FTS in a particular category, mark "00" for none.

Full-Time Support Staff

- a. AGR members in the unit..... or None 00
- b. Military technicians in the unit... or None 00
- c. Full-time Active military..... or None 00
- d. Full-time civilians..... or None 00
- e. Other..... or None 00



(Specify: _____)

Q43. What percentage of their time, roughly, do the Full-Time Support personnel spend on the following tasks?

PERCENTAGE OF TIME SPENT:

- a. Administration..... %
- b. Equipment maintenance..... %
- c. Training management..... %
- d. Conduct of training..... %
- e. Other..... %



Total 100%

(Specify: _____)

Q44. Overall, how satisfied are you with the qualifications of the Full-Time Support personnel in this unit?

(Mark One)

Very satisfied..... 1
Somewhat satisfied..... 2
Unsure..... 3
Somewhat dissatisfied.. 4
Very dissatisfied..... 5

Q45. Which of the following statements best describes the number of Full-Time Support (FTS) personnel available to this unit?

(Mark One)

Sufficient: The unit has enough FTS personnel to
focus on wartime training during IDT and AT..... 1
Somewhat sufficient: The unit has enough FTS personnel to
focus on wartime training without major distractions..... 2
Insufficient: The unit does not have enough FTS personnel
to focus on wartime training during IDT and AT without
major distractions..... 3

Q46. How many additional FTS personnel does the unit need to permit it to focus on wartime training without major distraction?

ADDITIONAL FTS PERSONNEL

IF NO ADDITIONAL PERSONNEL NEEDED, CIRCLE "00"

00

Q47. If you could have more Full-Time Support personnel in your unit, which type would you prefer?

(Mark One)

AGR members in the unit..... 1
Military technicians in the unit.... 2
Full-time Active military..... 3
Full-time civilians..... 4
Other..... 5
(Specify: _____)
Do not need additional personnel.... 6

Section 4
SCHOOL BACKGROUND

ENLISTED PERSONNEL, PLEASE ANSWER QUESTIONS Q48-Q56.
OFFICER PERSONNEL, SKIP TO Q57.

Q48. What is your current Duty Military Occupational Specialty (DMOS)--the MOS for the position that you currently hold?

3-DIGIT DUTY MOS:

--	--	--

Q49. How long have you been assigned to your current Duty Military Occupational Specialty (DMOS)? Record the number of years and months.

--	--

Years

and

--	--

Months

Q50. Have you ever served in an Active Component organization in your current Duty MOS (Do not count service in Operation Desert Shield/Storm.)

(Mark One)

YES 1

NO 2

Q51. Have you been formally awarded MOS qualification for the duty position that you currently hold?

(Mark One)

YES 1 ----> ANSWER Q51A

NO 2 ----> GO TO Q52

Q51A. From which type of institution did you get your Duty Military Occupational Specialty (DMOS) qualification training?

(Mark One)

- | | | |
|--|---|-----------|
| Active Component school..... | 1 | |
| Reserve Forces school..... | 2 | |
| State Academy..... | 3 | |
| Other Reserve Component school..... | 4 | |
| Civilian institution..... | 5 | GO TO Q53 |
| Supervised on the Job Training (SOJT)... | 6 | |
| Other..... | 7 | |
| (Specify: _____) | | |
| I am not qualified in my duty MOS..... | 8 | |
-

IF YOU HAVE NOT BEEN AWARDED THE MOS FOR YOUR CURRENT DUTY POSITION:

Q52. Are you currently scheduled to attend school to attain your Duty Military Occupational Specialty (DMOS) qualification?

(Mark One)

- | | |
|--|---|
| Yes, I am currently attending school for DMOS qualification..... | 1 |
| Yes, I am scheduled to attend school in the next 12 months..... | 2 |
| No, I am not scheduled because no class is available..... | 3 |
| No, I am not scheduled because of work or family conflicts..... | 4 |
| I do not know my current status..... | 5 |
| Other..... | 6 |
| (Specify: _____) | |
-

Q53. Which of the following professional development courses have you completed?

(Mark ALL That Apply)

PLDC.....	1
BNCOC (with MOS phase).....	2
BNCOC (without MOS phase).....	3
ANCOC (with MOS phase).....	4
ANCOC (without MOS phase).....	5
Pre-command course (AC).....	6
Pre-command course (RC).....	7

Q54. Have you completed the NCOES course required for your current grade?

(Mark One)

YES.....	1	---	ANSWER Q54A
NO.....	2	---	GO TO Q55

Q54A. At which type of institution did you attend the NCOES course?

(Mark One)

Active component school.....	1	
Reserve Forces school.....	2	
State Academy.....	3	
Other Reserve Component school..	4	GO TO Q56
Other.....	5	

(Specify: _____)

I have not attended the required
NCOES course..... 6

IF YOU HAVE NOT ATTENDED THE NCOES COURSE REQUIRED FOR YOUR CURRENT GRADE:

Q55. Are you currently scheduled to attend school to attain NCOES qualification for your current grade?

(Mark One)

Yes, I am currently attending an NCOES course..... 1
Yes, I am scheduled to attend in the next 12 months..... 2
No, I am not scheduled because no class is available..... 3

GO TO Q63

No, I am not scheduled because of work or family conflicts.... 4
I do not know my current status..... 5
Other 6

(Specify: _____)

Q56. Have you completed the NCOES course required for the next higher grade?

(Mark One)

YES..... 1 ---> GO TO Q63
NO..... 2 ---> GO TO Q63

OFFICERS: ANSWER Q57-Q62.
ENLISTED PERSONNEL: SKIP TO Q63.

Q57. What is the branch code for the duty position that you currently hold?

2-CHARACTER BRANCH CODE:

--	--

Q58. How long have you been assigned to your current duty position?
Record the number of years and months.

--	--

Years

and

--	--

Months

Q59. Have you ever served in an Active Component organization in your current duty position? (Do not count service in Operation Desert Shield/Storm.)

(Mark One)

YES..... 1

NO..... 2

Q60. What was the source of your commission?

(Mark One)

U.S. Military Academy..... 1

Other academy..... 2

ROTC..... 3

Active OCS..... 4

State OCS..... 5

Private commission..... 6

Q61. Which of the following professional development courses have you completed?

(Mark ALL That Apply)

OBC (same branch as current position)..	1
OBC (other branch).....	2
OAC (same branch as current position)..	3
OAC (other branch).....	4
CASSS.....	5
CGSC.....	6
Pre-command course (AC).....	7
Pre-command course (RC).....	8

Q62. Are you currently scheduled to attend school (such as OBC or OAC) to attain branch qualification status for your current duty position?

(Mark One)

Yes, I am currently attending school for branch qualification....	1
Yes, I am scheduled to attend school in the next 12 months.....	2
No, I am not scheduled because no class is available.....	3
No, I am not scheduled because of work or family conflicts.....	4
I do not know my current status.....	5
I am branch qualified for the position I currently hold.....	6
Other.....	7

(Specify: _____)

EVERYONE ANSWER THESE QUESTIONS

Q63. What was the last MOS course or professional development course (such as PLDC, BNCOC, ANCOC, OBC, OAC, CGSC) that you took?

(Mark One)

An MOS course.....	1	--->	ANSWER Q63A
A Professional Development course (such as PLDC, BNCOC, ANCOC, OBC, OAC, CGSC).....	2	--->	ANSWER Q63A
None.....	3	--->	GO TO Q67

Q63A. What type of school provided the course?

(Mark One)

Active Component school.....	1
Reserve Forces school.....	2
State Academy.....	3
Civilian institution.....	4
Supervised on the Job Training (SOJT).....	5
Correspondence.....	6
Other	7

(Specify: _____)

Q64. In what year did you attend the course in Q63?

(Mark One)

1992.....	1
1991.....	2
1990.....	3
1989 or earlier.....	4

Q65. How would you rate the course you listed in Q63 in terms of the following:

(Mark One on Each Line)

	Very <u>Good</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	Very <u>Poor</u>
a. The knowledge and skills you learned?.....	1	2	3	4	5
b. The content of the curriculum?.....	1	2	3	4	5
c. The quality of the instructors?.....	1	2	3	4	5
d. How well the course matched your job duties?.....	1	2	3	4	5
e. The adequacy of the facilities, equipment, and training aids?.....	1	2	3	4	5
f. How well the course prepared you for performing the duties of your current position?.....	1	2	3	4	5

Q66. How were you paid for the time you attended the course?

(Mark One)

IDT (Inactive Duty Training).....	1
AT (Annual Training).....	2
ADT (Additional Duty for Training)...	3
Unpaid.....	4

Q67. Does this unit use ATARS or STRIPES to schedule personnel for school?

(Mark One)

Yes, uses ATARS.....	1
Yes, uses STRIPES.....	2
Yes, uses both.....	3
No, uses neither.....	4

Q68. How does this unit identify soldiers who need schooling?

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1" 1)

Q69. If you were required to attend two weeks' additional schooling or training, how could you best accomplish it?

I would attend:

(Mark One)

- An additional 2-week Annual Training (AT) period..... 1
Up to 7 additional IDT/ADT weekends per year..... 2
A combination of one separate 5-day to 7-day Annual Training (AT) period combined with additional IDT weekends..... 3
I could not do any of the above..... 4 --->ANSWER Q69A

GO TO Q70

IF YOU COULD NOT DO ANY OF THE ABOVE:

Q69A. What is the main reason you could not attend two weeks' additional schooling or training?

(Mark One)

- Conflict with civilian job..... 1
Conflict with civilian school or college schedule..... 2
Conflict with family responsibilities..... 3
Other..... 4

(Specify: _____)

Q70. Have any soldiers in your unit been to an Army school in the past 24 months?

(Mark One)

- YES..... 1 ---> ANSWER Q70A
NO..... 2 ---> GO TO Q71

Q70A. How would you rate the school in preparing them for the duties of their position in the unit?

(Mark One)

- Very good..... 1
Good..... 2
Fair..... 3
Poor..... 4
Very poor..... 5
-

Section 5
OVERALL ASSESSMENT OF BOLD SHIFT TRAINING

Q71. All things considered, how effective has the Bold Shift program been in improving this unit's readiness for its wartime mission?

(Mark One)

Extremely effective 1
Very effective 2
Somewhat effective 3
Not very effective 4
Not at all effective 5

Q72. How would you rate the effect of the Bold Shift programs on increasing your unit's readiness for its wartime mission?

(Mark One on Each Line)

	<u>Extremely</u> <u>Effective</u>	<u>Very</u> <u>Effective</u>	<u>Somewhat</u> <u>Effective</u>	<u>Not Very</u> <u>Effective</u>	<u>Not At All</u> <u>Effective</u>	<u>Not Familiar</u> <u>With This</u> <u>Program</u>
a. Reserve Training Concept (RTC) - the activities at Annual Training.....	1	2	3	4	5	6
b. Operational Readiness Exercise (ORE).....	1	2	3	4	5	6
c. Unit Leader Battle Skills Course (ULBSC)..	1	2	3	4	5	6
d. Tactical Commander's Development Course (TCDC).....	1	2	3	4	5	6

Q73. Do you think the Bold Shift Program should be continued in your unit?

(Mark One)

Yes, definitely should continue..... 1
Yes, probably should continue..... 2
No, probably should not continue.... 3
No, definitely should not continue.. 4

Q74. Do you think the Bold Shift program should be expanded to more units in the Reserve Components?

(Mark One)

Yes, definitely should expand..... 1
Yes, probably should expand..... 2
No, probably should not expand..... 3
No, definitely should not expand..... 4

Q75. Which of the following Bold Shift programs should be expanded to more units?

(Mark One on Each Line)

	Definitely <u>Yes</u>	Probably <u>Yes</u>	Probably <u>Not</u>	Definitely <u>Not</u>	Not Familiar With This <u>Program</u>
Reserve Training Concept (RTC) (the activities at Annual Training).....	1	2	3	4	5
Operational Readiness Exercise (ORE)....	1	2	3	4	5
Unit Leader Battle Skills Course (ULBSC).....	1	2	3	4	5
Tactical Commander's Development Course (TCDC).....	1	2	3	4	5

Q76. In your opinion, how has Bold Shift affected your unit's morale?

(Mark One)

Very positive effect..... 1
Somewhat positive effect..... 2
No effect..... 3
Somewhat negative effect..... 4
Very negative effect..... 5

Q77. Did you personally have contact with Active Component trainers or evaluators during Training Year 1992?

(Mark ALL That Apply)

- Yes, at Annual Training..... 1
Yes, during monthly drill periods..... 2
Yes, at some other time..... 3
(Specify: _____)
No, I did not have contact with Active trainers.... 4
-

Q78. Overall, how effective did you find the training and feedback from Active Component trainers or evaluators?

(Mark One)

- Extremely effective..... 1
Very effective..... 2
Somewhat effective..... 3
Not very effective..... 4
Not at all effective..... 5
I did not have contact with Active Component
trainers or evaluators..... 6
-

Q79. What one thing would you want to improve before going to war with this unit?

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1" 1)

Section 6
INDIVIDUAL CHARACTERISTICS

In this last section we would like some information about you in order to describe the general characteristics of people who completed the survey.

Q80. Are you male or female?

(Mark One)

MALE..... 1
FEMALE..... 2

Q81. How old were you on your last birthday?

AGE:

Q82. What is the HIGHEST grade or regular school or college that you have COMPLETED?

(Mark One)

Eighth grade or less..... 1
Some high school, but no diploma or equivalency..... 2
High school equivalency (GED)..... 3
High school diploma..... 4
Some college (or AA degree), but no Bachelor's degree ... 5
Bachelor's degree..... 6
Some graduate school, but not degree..... 7
Post-graduate degree (MA, MS, PhD, LLD, MD)..... 8

Q83. Which of these describes you best?

(Mark One)

White, not Hispanic..... 1
Black, not Hispanic..... 2
Hispanic..... 3
Asian or Pacific Islander..... 4
American Indian, or Alaskan Native..... 5
Other group..... 6

(Specify: _____)

Q84. What is your marital status?

(Mark One)

Married.....	1
Separated.....	2
Divorced.....	3
Widowed.....	4
Single, never married.....	5

Q85. What were you doing most of the time in civilian life LAST MONTH?

(Mark ALL That Apply)

I was:

Working full-time in the Guard/Reserve	1
Working full-time in a civilian job	2
Working part-time in a civilian job	3
With a civilian job but not at work because of temporary illness, vacation, strike, etc.	4
Unemployed, laid off, looking for civilian work ...	5
Retired	6
Going to school	7
Keeping house	8
Other	9

(Specify: _____)

THANK YOU VERY MUCH FOR PARTICIPATING IN THIS SURVEY.

PLEASE PLACE YOUR COMPLETED SURVEY IN THE CONFIDENTIAL ENVELOPE

PROVIDED AND RETURN IT TO THE SURVEY ADMINISTRATOR AT YOUR UNIT.

5. QUESTIONNAIRE: OPERATIONAL READINESS EVALUATION

OPERATIONAL READINESS EXERCISE (ORE)

Q1. Did this unit participate in an Operational Readiness Exercise (ORE) during Training Year 1992?

(Mark One)

YES..... 1 ---> CONTINUE WITH Q2

NO..... 2 ---> STOP HERE! THE
QUESTIONS THAT FOLLOW
DO NOT APPLY TO YOU.

Q2. Thinking first about the TRAINING phase of the ORE (the special training event for the unit). When was the training phase of the ORE conducted?

(Mark One)

During monthly weekend drills (IDT)..... 1

During Annual Training (AT)..... 2

Q3. Overall, how would you rate the effect of the ORE training phase on this unit's overall readiness?

(Mark One)

Very positive effect on readiness..... 1

Somewhat positive effect..... 2

No effect..... 3

Somewhat negative effect..... 4

Very negative effect..... 5

Q4. How would you rate the effectiveness of the ORE training phase in the following areas?

(Mark One on Each Line)

	<u>Extremely Effective</u>	<u>Very Effective</u>	<u>Somewhat Effective</u>	<u>Not Very Effective</u>	<u>Not At All Effective</u>
a. Increasing unit pride and esprit..	1	2	3	4	5
b. Focusing training on go-to-war tasks and mobilization preparation.....	1	2	3	4	5
c. Determining the unit's ability to perform its wartime mission....	1	2	3	4	5
d. Enhancing the value of IDT.....	1	2	3	4	5
e. Increasing overall readiness.....	1	2	3	4	5
f. Improving knowledge of current status and problems.....	1	2	3	4	5

Q5. What would you say were the primary benefits of the ORE training phase?

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1" 1)

Q6. Overall, do you think the benefits of the ORE training phase were worth the time and effort invested in it?

(Mark One)

YES..... 1
NO..... 2

Q7. What improvements, if any, would you suggest for the ORE training phase?

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1" 1)

Q8. How would you compare the benefits of the training phase of ORE to external ARTEPs you have experienced?

(Mark One)

ORE was much better than external ARTEP.... 1
ORE somewhat better..... 2
About the same..... 3
ORE somewhat worse..... 4
ORE much worse..... 5

Q9. Did the ORE training phase add new training opportunities, or was it largely redundant with other training?

(Mark One)

Added new training opportunities..... 1
Was redundant with other training.... 2

Q10. Did the ORE training phase interfere with other important training or events?

(Mark One)

YES 1 ---> ANSWER Q10A
NO 2 ---> SKIP TO Q11

Q10A. What did the ORE interfere with?

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1" 1)

Q11. In the future, how important will it be to include the following types of events in the ORE training phase?

(Mark One on Each Line)

	<u>Extremely</u> <u>Important</u>	<u>Very</u> <u>Important</u>	<u>Somewhat</u> <u>Important</u>	<u>Not Very</u> <u>Important</u>	<u>Not At All</u> <u>Important</u>
a. MOS skill training	1	2	3	4	5
b. Training in individual weapons and marksmanship.....	1	2	3	4	5
c. Crew-served weapons or crew gunnery.....	1	2	3	4	5
d. Common Task Training (CTT) or testing.....	1	2	3	4	5
e. Lane training or Situational Training Exercises.....	1	2	3	4	5
f. Squad, section, or platoon exercises.....	1	2	3	4	5
g. Other field exercises.....	1	2	3	4	5
h. Exercises with an opposing force.....	1	2	3	4	5
i. Physical fitness training or testing.....	1	2	3	4	5

Q12. In the future, would you recommend that the ORE be conducted during monthly weekend drills (IDT) or Annual Training (AT)?

(Mark One)

During monthly weekend drills (IDT) ... 1
During Annual Training (AT) 2

The next few questions deal with the COMPLIANCE phase of the ORE (the period when checks were conducted on personnel records, maintenance, and training management).

Q13. Did the ORE compliance phase help the unit identify and fix problems?

(Mark One)

YES..... 1 ---> **ANSWER Q14**
NO..... 2 ---> **GO TO Q15**

Q14. What types of problems were identified or fixed?

(Mark ALL That Apply)

- a. Personnel readiness..... 1
- b. Equipment readiness..... 2
- c. Unit supply and maintenance..... 3
- d. Management of battle-focused training..... 4
- e. Scheduling individuals for needed courses.... 5
- f. Accuracy of Unit Status Reports (URs)..... 6
- g. Other..... 7

(Specify: _____)

Q15. In the future, how important would it be for your unit to include the following elements in the ORE compliance phase?

(Mark One on Each Line)

- | | <u>Extremely</u>
<u>Important</u> | <u>Very</u>
<u>Important</u> | <u>Somewhat</u>
<u>Important</u> | <u>Not Very</u>
<u>Important</u> | <u>Not At All</u>
<u>Important</u> |
|--|--------------------------------------|---------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|
| a. Personnel readiness assessment..... | 1 | 2 | 3 | 4 | 5 |
| b. Maintenance readiness assessment... | 1 | 2 | 3 | 4 | 5 |
| c. Review of training management..... | 1 | 2 | 3 | 4 | 5 |
| d. Mobilization preparation
assessment..... | 1 | 2 | 3 | 4 | 5 |
-

Q16. What improvements, if any, would you suggest for the ORE compliance phase forms and procedures?

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1" 1)

Q17. Overall, as a result of the ORE, do you feel you are better able to:

(Mark One on Each Line)

	<u>Yes</u>	<u>No</u>
a. Understand the readiness of the unit?.....	1	2
b. Improve equipment readiness?.....	1	2
c. Program more soldiers for school?.....	1	2
d. Plan and manage more focused training?.....	1	2

Q18. Did the ORE affect the assessment of unit readiness by battalion and company commanders?

(Mark One)

YES	1	---	>	ANSWER Q18A
NO	2	---	>	SEE INSTRUCTIONS AT BOTTOM OF PAGE

Q18A. IF YES: How did the ORE affect their readiness assessment?

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1" 1)

THANK YOU VERY MUCH FOR PARTICIPATING IN THIS ORE ASSESSMENT SURVEY.

PLEASE PLACE YOUR COMPLETED FORM IN THE CONFIDENTIAL ENVELOPE

PROVIDED AND RETURN IT TO THE SURVEY ADMINISTRATOR AT YOUR UNIT.

6. QUESTIONNAIRE: BRIGADE AND BATTALION COMMANDERS AND STAFF

<p>TRAINING FOR BRIGADE AND BATTALION COMMANDERS AND STAFFS</p>
--

Q1. Which of the following types of formal command and staff training did you participate in during the past 12 months?

(Mark One on Each Line)

	<u>Yes</u>	<u>No</u>
a. CPX (command post set up for an exercise).....	1	2
b. MAPEX planning (exercise on map boards without actually setting up a command post).....	1	2
c. Formal staff section training (for example, G-2 section conducting IPB training).....	1	2
d. Rehearsal, "chalk talk," or other professional development training covering who is to perform command and control functions.....	1	2
e. Tactical Operations Center (TOC) drills or other exercises in which a command post is set up or displaced.....	1	2
f. Other command and staff training operating from a field configuration.....	1	2

Q2. Do you feel that the formal command and staff training should be conducted at Annual Training, or should it be conducted at IDT or ADT?

(Mark One)

Annual Training (AT).....	1
Inactive Duty Training (IDT).....	2
Additional Duty Training (ADT)...	3

Q3. How would you rate the effectiveness of this unit's command and staff group to perform its wartime command and control function?

(Mark One)

Extremely effective.....	1
Very effective.....	2
Somewhat effective.....	3
Not very effective.....	4
Not at all effective.....	5

Q4. How would you improve or change command and staff training for the Guard/Reserve Components?

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1"... 1)

Q5. Did you attend the Collective Tactical Commanders Development Course (TCDC) during Training Year 1992?

(Mark One)

YES 1 ----> **ANSWER Q6-Q8**

NO..... 2 ----> **GO TO INSTRUCTIONS ON
BOTTOM OF NEXT PAGE**

Q6. How would you rate the Collective Tactical Commanders Development Course (TCDC) in terms of the following:

(Mark One on Each Line)

	<u>Very Good</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Very Poor</u>
a. The knowledge and skills you learned?.....	1	2	3	4	5
b. The content of the curriculum?.....	1	2	3	4	5
c. The quality of the instructors?.....	1	2	3	4	5
d. How well the course matched your job duties?.....	1	2	3	4	5
e. The adequacy of the facilities, equipment, and training aids?.....	1	2	3	4	5
f. Opportunity to lead troops in tactical missions?.....	1	2	3	4	5
g. Improvement in your unit's ability to perform its wartime mission?.....	1	2	3	4	5

Q7. Please indicate whether you agree or disagree with the following statements.

(Mark One on Each Line)

	Strongly <u>Agree</u>	Somewhat <u>Agree</u>	<u>Unsure</u>	Somewhat <u>Disagree</u>	Strongly <u>Disagree</u>
a. I would recommend the Tactical Commanders Development Course to other units, but only if it can be done in addition to regular AT.....	1	2	3	4	5
b. I would recommend the Tactical Commanders Development Course (TCDC) even in place of attending regular AT.....	1	2	3	4	5
c. Tactical Commanders Development Course (TCDC) was a distracter from more important training.....	1	2	3	4	5
d. It is critical that unit leaders attend the Tactical Commanders Development Course (TCDC) with other leaders from their unit, not with a composite unit.....	1	2	3	4	5

Q8. How would you improve or change the Tactical Commanders Development Course (TCDC)

(IF YOU DO NOT HAVE COMMENTS ON THIS TOPIC, CIRCLE "1"... 1)

THANK YOU VERY MUCH FOR PARTICIPATING IN THIS SURVEY.
PLEASE PLACE YOUR COMPLETED SURVEY IN THE CONFIDENTIAL ENVELOPE
PROVIDED AND RETURN IT TO THE SURVEY ADMINISTRATOR AT YOUR UNIT.

7. QUESTIONNAIRE: UNIT LEADER BATTLE SKILLS COURSE

Section 1

ASSESSMENT OF UNIT LEADER BATTLE SKILLS COURSE

Q1. During the Unit Leader Battle Skills Course (ULBSC), what position did you hold?

(Mark ALL That Apply)

Commanding Officer..... 1
Battalion or brigade staff.... 2
First sergeant..... 3
Squad Leader..... 4
Section leader..... 5
Platoon leader..... 6
Other..... 7
(Specify: _____)
No leadership position 8

Q2. Did you act in the capacity of a leader?

(Mark One)

YES..... 1
NO..... 2

Q3. Did you supervise your unit in tactical operations?

(Mark One)

YES..... 1
NO..... 2

Q4. How would you rate the Unit Leader Battle Skills Course (ULBSC) in terms of the following:

(Mark One on Each Line)

	<u>Very Good</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Very Poor</u>
a. The knowledge and skills you learned?.....	1	2	3	4	5
b. The content of the curriculum?.....	1	2	3	4	5
c. The quality of the instructors?.....	1	2	3	4	5
d. How well the course matched your job duties?.....	1	2	3	4	5
e. The adequacy of the facilities, equipment, and training aids?.....	1	2	3	4	5
f. Opportunity to lead troops in tactical missions?.....	1	2	3	4	5
g. Improvement in your unit's ability to perform its wartime mission?.....	1	2	3	4	5

Q5. Please indicate whether you agree or disagree with the following statements.

(Mark One on Each Line)

	<u>Strongly Agree</u>	<u>Somewhat Agree</u>	<u>Unsure</u>	<u>Somewhat Disagree</u>	<u>Strongly Disagree</u>
a. I would recommend the Unit Leader Battle Skills Course (ULBSC) to other units, but only if it can be done in addition to regular Annual Training (AT)....	1	2	3	4	5
b. I would recommend Unit Leader Battle Skills Course (ULBSC) even in place of attending regular AT.....	1	2	3	4	5
c. Unit Leader Battle Skills Course (ULBSC) was a distracter from more important training.....	1	2	3	4	5
d. It is critical that unit leaders attend Unit Leader Battle Skills Course (ULBSC) with other leaders from their unit, not with a composite unit.....	1	2	3	4	5

Q6. Is this type of course what your unit needs to train its leaders to perform individual and collective pre-mobilization training?

(Mark One)

YES..... 1

NO..... 2

IF NO:

Q6A. What alternative types of training would you suggest?

Q7. Should the Unit Leader Battle Skills Course:

(Mark One)

Not be continued?..... 1

Be continued generally in its present form or
with some improvements in course content?..... 2

Be developed into an exportable course and
provided to units during monthly drills?..... 3

Be developed into an exportable course and
provided to units during a two week AT or
additional training period?..... 4

Q8. If you feel that the Unit Leaders Battle Skills Course should be continued, how frequently should a unit's leaders take this training?

(Mark One)

Every year..... 1

Every two years..... 2

Every three years..... 3

Every four years..... 4

Q9. Should an NCO who completes this course get Phase II ANCOC credit?

(Mark One)

YES..... 1

NO..... 2

Q10. What were the best features of this course?

Q11. How would you improve or change the Unit Leader Battle Skills Course (ULBSC) course?

Section 2
MILITARY BACKGROUND

Q12. Record the name and location of your Guard/Reserve/Active unit. (Please print)

NAME OF UNIT

CITY AND STATE

Q13. In all, to the nearest year and month, how long have you served in your current unit? Record the number of years and months.

and
Years Months

Q14. In 1992, which of these leadership positions did you hold in your unit?

(Mark All That Apply)

Commanding Officer..... 1
Battalion or brigade staff... 2
First sergeant..... 3
Squad Leader..... 4
Section leader..... 5
Platoon leader..... 6
Other..... 7
(Specify: _____)
No leadership position..... 8

Q15. Are you employed full-time in one of the following categories?

(Mark One on Each Line)

	<u>Yes</u>	<u>No</u>
a. Active Guard or Reserve (AGR).....	1	2
b. Full-time military technician.....	1	2
c. Full-time civilian federal government employee.....	1	2
d. Full-time state government employee.....	1	2
e. Full-time local government employee.....	1	2

IF YES TO ANY OF THE ABOVE:

Q15A. Where do you work most of your time?

(Mark One)

In this unit..... 1
In another Guard or Reserve unit... 2
Other..... 3
(Specify:_____)

Q16. What is your present pay grade?

(Mark One)

<u>Enlisted</u>	<u>Warrant</u>	<u>Officer</u>
E-1..... 01	W-1 10	O-1 15
E-2..... 02	W-2 11	O-2 16
E-3..... 03	W-3 12	O-3 17
E-4..... 04	W-4 13	O-4 18
E-5..... 05	W-5.....14	O-5 19
E-6..... 06		O-6 20
E-7..... 07		
E-8..... 08		
E-9..... 09		

Q17. What was your pay grade when you entered the Guard or Reserve?

(Mark One)

<u>Enlisted</u>	<u>Warrant</u>	<u>Officer</u>
E-1..... 01	W-1 10	O-1 15
E-2..... 02	W-2 11	O-2 16
E-3..... 03	W-3 12	O-3 17
E-4..... 04	W-4 13	O-4 18
E-5..... 05	W-5.....14	O-5 19
E-6..... 06		O-6 20
E-7..... 07		
E-8..... 08		
E-9..... 09		

Q18. In all, how long have you served in the Army National Guard or Army Reserve?
Record the number of years and months.

and
Years Months

Q19. Did you serve on active duty during Operation Desert Shield/Storm (ODS/S)?

(Mark One)

Yes, I served overseas during ODS/S 1
Yes, I served in the U.S. during ODS/S 2
No, I did not serve during ODS/S..... 3

Q20. How much time, if any, have you spent in an Active Component organization?
Record the number of years and months. (Do not count Desert Shield/Storm
time as Active Service).

and
Years Months

Q21. Which of the following professional development courses have you completed?

(Mark ALL That Apply)

PLDC.....	01
BNCOC (with MOS phase).....	02
BNCOC (without MOS phase).....	03
ANCOC (with MOS phase).....	04
ANCOC (without MOS phase).....	05
Pre-command course (AC).....	06
Pre-command course (RC).....	07
OBC (same branch as current position)...	08
OBC (other branch).....	09
OAC (same branch as current position)...	10
CAC (other branch).....	11
CASSS.....	12
CGSC.....	13
